COMMONWEALTH OF VIRGINIA

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STRATEGIC PLANNING GUIDANCE

Section III - Agency IT Strategic Plan Instructions and Format

2004 – 2006 BIENNIUM

Issued

By

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INFORMATION TECHNOLOGY STRATEGIC PLANNING GUIDANCE

Section III - Agency IT Strategic Plan Instructions and Format

General Plan Preparation Instructions

The 2003 Agency ITSP planning period is two years, for the 2004-2006 Budget Biennium. Agencies are required to submit an Agency IT Strategic Plan in three parts.

- In Part I of the plan, agencies provide basic agency profile data and agency strategic direction information including the agency IT vision and strategies to support agency core business activities, key activities and critical issues. Part I also requests information on planned Major IT Projects and any procurements over $50,000 that support a Major IT Project; as well as, information on Major IT Procurements (over $1 million) that are not in support of a Major IT Project.

- Part II collects information about planned Non-major IT Projects ($100,000 - $999,999) and all procurements over $50,000 that support a Non-major IT Project; as well as information on Non-major IT Procurements ($50,000 - $999,999) that are not in support of a project. (Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.)

- In Part III of the plan, the agency identifies any updates to the current Agency Technology Portfolio that have occurred since the Due Diligence data collection effort of 2002. (All institutions of higher education are exempt from Part III of the ITSP.)

The Agency Technology Portfolio is a repository for agency information technology (IT) investments. In order to insure consistency of data, information for the identification of key customer categories is standardized and can be selected by agencies to describe key customer groups served by the agency. Core business activities are also pre-defined based upon Program Function Codes identified by the Department of Planning and Budget (DPB) for each agency. The identification of key customers should be consistent with the agency mission statement.

All of the IT Strategic Plan information should be submitted using the web-based Commonwealth Technology Portfolio (CTP) Website http://www.ctp.state.va.us . (Select "Information Technology Strategic Plan" on the Website navigation menu.) Login and access information to CTP will be sent to the Agency IT Resource. Agency IT Strategic Plans will be entered into the CTP with the following due dates:

- Part I – no later than May 21, 2003,

- Part II - no later than June 13, 2003. (Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.)

- Part III - no later than July 2, 2003. (All institutions of higher education are exempt from Part III of the ITSP.)

Once data submission is completed, each agency head must certify that all requested information regarding planned Major and Non-major IT Projects, procurements, assets, resources, and locations has been provided. (See Appendix B.) All Agency IT Strategic Plan information is considered **"Governor's Confidential Working Papers"** until such time as the Governor's budget is submitted to the General Assembly.

Part I Plan Preparation Instructions

Agency Profile

Basic profile information about each agency must be either reviewed, entered or updated to reflect current agency information. Agency profile information previously submitted to DPB or SCHEV has been pre-loaded.

- Agency Mission – Review the agency mission statement loaded for your agency. The agency mission statement reflects what is currently posted on the DPB Virginia Results Website for each agency and, for higher education institutions, the SCHEV Reports on Institutional Effectiveness Website. Edit the mission statement as needed. The mission statement should clearly and succinctly describe the agency's primary purpose(s). The statement should be broad enough to provide agency-wide strategic direction; yet specific enough to communicate to those not familiar with the agency's work or the reason for the agency's existence. The Agency Mission should be consistent with the Agency Strategic Plan submitted to DPB.

- Organization Size - Enter the size of the agency in terms of number of employees, and the number of full-time equivalent IT employees, not including contractors, as of March 31, 2003.

- Core Business Activities (CBA) – Core business activities are agency cross-functional processes that produce the agency's primary products and services, or support their production. CBA clearly communicate the business of the agency. Example: "IT Planning and Policy Development" is a Department of Technology Planning CBA. Review the agency core business activities associated with your agency.   The CBA designated are based upon agency program codes as established by DPB. Key customers, key activities, outcomes, projects, and procurements, when entered, must be identified as supporting a Core Business Activity. If a CBA does not appear within your agency profile, a request can be made to the ITSP Liaison to add the CBA for your agency. (For a list of ITSP Liaisons, see Page 9.)

Review and update the following information, using repeat entries, for each agency Core Business Activity and key customer.

- Key Customers – Key customers are the primary intended beneficiaries of agency services, the group(s) of individuals whom the agency exists to serve. An example of a "key customer" would be a citizen of the Commonwealth desiring to legally operate a motor vehicle in the state of Virginia, who requires services from the Virginia Department of Motor Vehicles to obtain a driver's license. Agency key activities, critical issues, projects, or procurements serve, support, or impact an agency's key customers. Key customer groups and needs designated should be consistent with the Agency Strategic Plan submitted to DPB.

  - ➢ *Key Customer Categories* - Identify the Key Customer Categories served by each of the agency's Core Business Activities. Key Customer Categories have been pre-defined for the Commonwealth of Virginia and can be selected from a drop down menu.

  - ➢ *Key Customer Groups* – Agency CBA may support an entire category of key customers (e.g. Business and Industry) or only a specific "Key Customer Group" within a category (e.g. Vendors doing business with the Commonwealth). If a specific Key Customer Group is served, add the key customer group(s) served as needed.

  - ➢ *Key Customer Needs* - Describe the customer's needs for each specific customer group as needed, served by the agency's core business activity.

Agency IT Strategic Direction

- Agency Key Activities and Associated Outcomes – List each of the agency's key activities and the associated outcomes for each core business activity, as reflected in the Agency Strategic Plan. Key activities are the primary functions that your agency performs to carry out its mission, and should convey a sense of what the agency is trying to accomplish. Outcomes are the changes/benefits experienced by intended beneficiaries at least partially as a result of agency services provided to them. Changes/benefits typically relate to beneficiaries behavior, condition, knowledge attitude, skills, and values (e.g., change in reading ability, employment status). List as many activities and as many outcomes per activity as necessary to describe your agency's primary functions and intended results. The Key Activities and Associated Outcomes should be consistent with the Agency Strategic Plan submitted to DPB.

- Agency Technology Vision Statement – Describe how the Agency's strategic direction is interpreted into IT strategies the agency plans to use to achieve its key activities and critical issues. Summarize what the future agency IT environment will look like, assuming successful completion of short and long term IT strategies. Briefly describe how the resulting future IT environment will better

enable your agency to more effectively and efficiently accomplish your mission and to deliver services to your customers (maximum of 1-2 pages).

- Agency Critical Issues – Provide a brief description of the most significant critical issues the agency will face during the current administration. Identify the most significant critical issues facing your agency. Critical issues are opportunities or challenges that may significantly impact an agency's ability to accomplish its mission. Additionally, when identifying their critical issues, agencies are to consider their key activities and how they will operate with reduced resources into the foreseeable future. Critical issues should be categorized according to the following:

  - Operational/administrative/organizational issues
  - Statutory issues
  - Regulatory issues
  - Budgetary issues

Enter the following information, using repeat entries, for each agency Critical Issues.

  - *Category of Issue* – Indicate the category of the issue.

  - *Issue Priority* – Assign a number to indicate the relative importance or priority of the issue within a category of short or long-term issues.

  - *Issue and Overall Impact* –Provide a brief description of the critical issue. How does the issue affect your agency's ability to accomplish your mission, or to deliver services to customers?

- Agency IT Investment Management (ITIM) Approach – Describe, in four short paragraphs, the ITIM-based practices used in the agency's IT strategic planning efforts, including:

  - *Clearly defined project selection criteria* – Describe the agency process that outlines how projects are introduced for funding, how projects are screened for relevancy to key activities and critical issues and for technical soundness. Identify initial requirements that projects must meet in order to be seriously considered for funding. Explain how screening of projects is conducted, and the roles and responsibilities for conducting the screening.

  - *Business case development* – Describe how business process performance, business problems, proposed alternative solutions, assumptions, constraints, and cost-benefit information analysis are identified and analyzed to provide information to organizational decision-makers.

  - *Risk assessment methodologies* – Describe the technique(s) used to identify and assess factors that may jeopardize the success of a project or achieving a business goal. Describe how preventive measures to reduce

the probability of these factors from occurring are defined and how countermeasures to successfully deal with these constraints when they develop are identified.

➢ *Prioritization process* – Describe how projects are prioritized for inclusion in the IT Strategic Plan including any rating or ranking factors used, and roles and responsibilities within the organization for project and procurement prioritization.

Agency Major IT Projects and Supporting IT Procurements

Initial data required in the Agency IT Strategic Plan for Major IT Projects and Supporting IT Procurements (i.e. projects costing more than $1 million, or are mission critical, or have statewide application) is described below.

- Project Formal Title – Enter the name of the project.

- Proposed or Continuing Project – Check the appropriate box to indicate whether the project is proposed or is a continuing project that will require funding during the planning period (2004-2006 Budget Biennium). All Continuing Projects, regardless of funding source, should be identified if project expenditures are expected during the planning period.

- Project Priority – Assign a number to identify the relative importance or priority of the project among the Major IT Projects submitted in the agency ITSP.

- Project's Relevance to Commonwealth Initiatives – Select the Commonwealth Technology Initiatives (see pages 11-12) and/or the Enterprise Business Strategies (see page 12) the project supports.

- Short Project Description – Provide an initial, high-level statement describing the purpose, benefits, customer(s), general approach to development and characteristics of a product or service required by the organization.

- Core Business Activity – Select CBA(s) the delivered product or service will support once the project is completed.

- Key Activities or Critical Issue – Select the key activity(ies) and/or critical issue(s) the project supports.

- Project Total Estimated Cost – Estimate the total cost to provide the business driven, technology-based product, or service. The costs include the hardware, software, services, installation, management, maintenance, support, training, and internal staffing costs planned for the project. Internal staffing costs are the apportioned salaries and benefits of the project team members. For continuing projects, the project total estimated costs should specify the remaining cost to complete the project.

- Planned Project Start Date - The date when project planning activities are expected to begin. For Continuing Projects identify the actual project start date as specified in the Commonwealth Major IT Project Statue Report Dashboard (the "Dashboard").

- Planned Project Completion Date - The date when the project is expected to be closed out.

Procurements Supporting the Project – List all planned procurements, equal to or greater than $50,000, expected to be executed in support of the project. If a procurement supports more than one project, identify the estimated procurement cost under one project, and list the procurement under the other project(s) with a zero cost.

Provide the following information, using repeat entries, to identify each procurement supporting a Major IT Project.

- Procurement Description – Provide a brief description of the goods or services to be procured.

- Procurement Total Estimated Cost – Provide the total estimated cost of the goods or services being purchased.

- Planned Procurement Delivery Date – Specify the date by which the purchased goods or services must be delivered.

Agencies seeking to initiate detailed planning and subsequent execution of Major IT Projects during the 2004-2006 Budget Biennium will also be required (as outlined in VITA legislation) to submit a project proposal "*outlining the business need for the project, the proposed technology solution, if known, and an explanation of how the project would support the agency's business objectives and the Commonwealth's information technology plan"*. VITA may require the submission of additional information if needed to adequately review any such proposal. Project proposals must be submitted via the Commonwealth Technology Portfolio Website www.ctp.state.va.us in the format prescribed on the Commonwealth Project Management (CPM) Website http://www.dtp.state.va.us/CPM/index.shtml. Project proposals for planned Major IT Projects are due to DTP by June 27. Agencies are encouraged to begin development of the planned Major IT Project proposals concurrently with development of the IT Strategic Plan. For continuing projects, additional information will be requested on an as needed basis.

Agency Major IT Procurements Not Supporting Projects

The following data is required for procurements with a total estimated cost of $1 million or more, that are not associated with a project and that will need to be procured during the planning period (e.g. license renewals).

- Procurement Description - Provide a brief description of the goods or services to be procured.

- Core Business Activity – Select the CBA(s) the goods or services will support.

- Key Activities or Critical Issue – Select the key activity(ies) or critical issue(s) the procurement supports.

- Reason for the Procurement - State the reason this procurement is needed. (e.g. Renew Oracle Database License.)

- Estimated Procurement Cost - Provide the total estimated cost of the goods or services being purchased.

- Planned Procurement Delivery Date - Specify the date by which the purchased goods or services must be delivered.

Part II Plan Preparation Instructions

Institutions of higher education with decentralized procurement authority are exempt from Part II of the ITSP.

Agency Non-major IT Projects and Supporting IT Procurements

Initial data required in the Agency IT Strategic Plan for Non-major IT Projects and Supporting IT Procurements is described below. (Non-major projects with an estimated total project cost of $100,000 but less than $1 million, and not deemed to be mission critical or designated as having statewide application must be identified here.)

- Project Formal Title – Enter the name of the project.

- Proposed or Continuing Project – Check the appropriate box to indicate whether the project is proposed or is a continuing project that will require funding during the planning period. All Continuing Projects, regardless of funding source, should be identified if project expenditures are expected during the planning period.

- Project Priority – Assign a number to identify the relative importance or priority of the project among the Non-major IT Projects submitted in the agency ITSP.

- Project's Relevance to Commonwealth Initiatives – Select, from the drop down menu, the Commonwealth Technology Initiatives (see pages 11-12) and/or the Enterprise Business Strategies (see page 12) the project supports.

- Short Project Description – Provide an initial, high-level statement describing the purpose, benefits, customer(s), general approach to development and characteristics of a product or service required by the organization.

- Core Business Activity – Select the CBA(s) the delivered product or service will support once the project is completed.

- Key Activities or Critical Issue – Select the key activity(ies) or critical issue(s) this project supports.

- Project Total Estimated Cost – Estimate the total cost to provide the business driven, technology-based product, or service. The costs include the hardware, software, services, installation, management, maintenance, support, training, and internal staffing costs planned for the project. Internal staffing costs are the apportioned salaries and benefits of the project team members. For continuing projects, the project total estimated costs should specify the remaining cost to complete the project.

- Planned Project Start Date - The date when project planning activities are expected to begin. For Continuing Projects identify the actual project start date.

- Planned Project Completion Date - The date when the project is expected to be closed out.

Procurements Supporting the Project – List all planned procurements, equal to or greater than $50,000, expected to be executed in support of the project. If the procurement supports more than one project, identify the estimated procurement cost under one project, and list the procurement under the other project(s) with a zero cost.

Provide the following information, using repeat entries, to identify each procurement supporting a Non-major IT Project.

- Procurement Description – Provide a brief description of the goods or services to be procured.

- Procurement Total Estimated Cost – Provide the total estimated cost of the goods or services being purchased.

- Planned Procurement Delivery Date – Specify the date by which the purchased goods or services must be delivered.

Agencies seeking to initiate detailed planning, and subsequent execution of Non-major IT Projects during the 2004-2006 Budget Biennium will also be required to submit a project proposal outlining the business need for the project, the proposed technology solution, if known, and an explanation of how the project would support the agency's key activities

or critical issues and the Commonwealth's information technology plan. Project proposals should be submitted via the Commonwealth Technology Portfolio Website www.ctp.state.va.us in the format prescribed on the Commonwealth Project Management Website http://www.dtp.state.va.us/cpm/index.shtml. Project proposals for Non-major IT Projects will be due to DTP by August 1, 2003. For continuing projects, additional information will be requested on an as needed basis.

Agency Non-major IT Procurements Not Supporting Projects

Identify all procurements with expected cost of over $50,000 but less than $1 million planned to be executed during the planning period.

- Procurement Description - Provide a brief description of the goods or services to be procured.

- Core Business Activity – Select the CBA the goods or services will support.

- Key Activities or Critical Issue – Select the key activity(ies) or critical issue the procurement supports.

- Reason for the Procurement - State the reason this procurement is needed. (e.g. Renew Oracle Database License.)

- Estimated Procurement Cost - Provide the total estimated cost of the goods or services being purchased.

- Planned Procurement Delivery Date - Specify the date by which the purchased goods or services must be delivered.

Part III Plan Preparation Instructions

All institutions of higher education are exempt from Part III of the ITSP.

Agency Technology Portfolio Update

In the previous 2002-2004 Agency IT Strategic Planning process, agencies were asked to develop a technology portfolio of hardware, network, security, applications, and software infrastructure. The Agency Technology Portfolio is a repository for agency information technology (IT) investments. The Portfolio organizes agency inventory information from a business driven, application portfolio perspective. Information from the system will be used to:

- support both Commonwealth and agency IT strategic planning
- capture a current or "As Is" view of the Commonwealth IT architecture
- facilitate migration planning towards a conceptual or "To Be" Commonwealth IT architecture
- allow agencies to share information about their current portfolios
- better inform the overall Commonwealth IT management process.

As part of the 2003 Agency IT Strategic Planning process, agencies are required to maintain the Agency Technology Portfolio by entering all new assets or changes to existing assets that have occurred since the submission of Due Diligence data last year. DIT is in the process of converting the existing Due Diligence database to a new Web-based Commonwealth Technology Portfolio. Information previously entered into the Due Diligence database will be migrated into the new Commonwealth Technology Portfolio and will provide the basis for agency (asset) updates. The new system will be available in early June for agencies to update.

During the Due Diligence effort in 2002, each agency appointed full-time Due Diligence Agency Leads responsible for the data collection effort in their agency. While all data collection efforts will be coordinated through the Agency IT Resource, it may be helpful for the Agency IT Resource to appoint an Agency Portfolio Lead to assist in data collection efforts. It is recommended that the Agency IT Resource involve the previous Due Diligence Agency Lead to assist in the same capacity this year. If the Agency IT Resource prefers, a new contact may be named for this effort. The Agency IT Resource should e-mail any new Agency Portfolio Lead names and contact information to assetinventory@dit.state.va.us. Each agency head and Secretary will be asked to certify to the Secretary of Technology that the data collected and submitted is both accurate and complete.

Online instructions will be provided to the Agency Portfolio Leads assigned to update the Agency Technology Portfolio. Training for the Agency Portfolio Leads will be provided in early June, prior to release of the revised application. The Agency IT Resource and Agency Portfolio Lead will be notified of available training schedule dates and locations.